City of Pearland, Texas

2016 - 2020 Strategic Communications Plan

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Executive Summary

The City of Pearland Communications Department Strategic Plan is intended to further the City Council Strategic Priority of ensuring an engaged community through the delivery of two-way communications between the city and its stakeholders, which requires the establishment of a vision, framework and best practices. The main purposes of this plan is to provide a structure through which the City can best provide information to Pearland residents, customers, City employees and stakeholders, maximize the use of technology (digital, web, mobile), market City programs, services and events and align communication protocols in a way that best serves all of the audiences that the Communications Department is challenged with delivering messaging.

The Communications Department Strategic Plan outlines the wide variety of tools and methods the City uses to communicate and exchange ideas with its target audiences and addresses messaging, technology, media relations, marketing, internal and crisis communications.

Current State

The City of Pearland had not previously placed a high importance on communications and marketing. In the past four years, led by the Communications Department, the City took steps to extend its communications reach and enhance its ability to communicate with residents by:

- Developing and releasing City of Pearland Brand Identity System Guidelines to ensure that the City of Pearland brand is always used correctly and consistently.
- Developing two monthly electronic newsletters for residents (Pearland Connect & the Rec Report).
- Launched a redesigned City website (*pearlandtx.gov*) and a new City of Pearland employee intranet (Pearnet).
- Beginning production of videos to highlight City department offerings.
- Expanding from a department of 2 to a department of 4.5 employees.

The strategic communications plan examines the tools and methods used by the City of Pearland to communicate and exchange ideas with its target audiences and address messaging, use of technology, media relations, marketing, internal and crisis communications.

While every attempt has been made to make this plan all inclusive, this document serves to provide the framework to enhance Pearland communications within the next four years. It is a working, living, document and when necessary, the department will reevaluate and update the plan as needed.

Pearland Citizen Survey

In 2009, 2011, 2013 and 2015 the City of Pearland worked with outside vendors to conduct a Citizen Survey. The statistically-valid survey provides an opportunity to connect with community members and gain a better understanding with qualified data of opinions on City services and the perceptions of quality of life. The results are used by Pearland leaders to identify challenges and to plan for, evaluate improvements and to sustain services and amenities for long-term success.

Additionally, the City has built in regular opportunities into publications for feedback. Thus, the representative sample scientific survey is one of several opportunities residents have to provide feedback, but one that we should put a good amount of weight towards. The 2015 Citizen Survey provided us with information on how Pearland residents get information. The respondents were all Pearland residents.

Citizen Survey	How Citizens Get Their Information	
Type of Source	Major Source	Minor Source
CITY WEBSITE	68%	24%
LOCAL NEWSPAPER	27%	46%
OTHER LOCAL MEDIA	32%	41%
PEG CHANNEL	9%	36%
SOCIAL MEDIA	29%	35%
WATER BILL INSERT	27%	45%
CITY PUBLICATIONS	17%	48%

But the GUIDING PRINCIPLES of City of Pearland communications will always remain the same:

- **To be Inclusive:** To ensure that all residents have access to information regardless of age, gender or other demographics.

- **To be Brand Ambassadors:** While our communications efforts are led by specialists in the Communications Department, every member of the City organization plays an important role in communicating the City's messages and building relationships with residents. We will advise City representatives and provide guidance and training regarding effective communication.

- **To be Proactive:** We will aggressively seek opportunities to provide information about and the promotion of the City, its services, people and programs. We will anticipate the need or desire for information and deliver it in a timely, thoughtful manner.

- **To Be Transparent:** Our communications must be honest, transparent and authentic, both internally and externally. We are bound by our moral obligation to residents as fully engaged partners in their local government.

- **To Be Consistent:** Regardless of the communication channel, our messages will support, reinforce and reflect the goals of the City, underscoring the idea of an organization with a common purpose in concert with its residents and always looking to improve their quality of life.

- **To be Responsive:** We are a two-way communication organization that cares about its stakeholders and listens and responds to their concerns. Authentic listening builds trust and credibility, and effective communication inspires and acknowledges stakeholders' input.

- **Measurement:** Our communications efforts are continuously measured for effectiveness and adjusted accordingly.

- **Clarity:** Our communications are delivered with clear, direct and straightforward language. We explain technical terms, avoid jargon and provide background information to ensure our messages are understandable and accessible.

Pearland Vision Statement excerpt

Pearland offers a vigorous, diversified economy solidly based upon a pro-growth business environment, a highly-skilled and motivated workforce, and an environmentally-friendly industrial base. It is an economy that offers a full spectrum of retail, health, transportation and business services that meet all the needs of the community. The community boasts of one of the highest per capita incomes in the state. The community provides a wide-range of attractive and affordable housing in some of America's best planned neighborhoods. These developments offer many recreational amenities which blend in aesthetically with the environment and are conveniently accessible by a modern thoroughfare plan.

Pearland's local government sets a national standard in providing open, inclusive, and equitable government grounded in consensus planning. This government is proactive in ensuring that Pearland's citizens enjoy an attractive, safe and wholesome environment where the quality of life is "second to none." Based upon its "good-partner" approach to economic development, the city is exemplary in attracting industry that makes a positive contribution to the tax base and the quality of the community's business portfolio.

Organization Values

The City of Pearland is the innovative leader for delivery of quality services.

We Are:

RESPONSIVE
We anticipate and respond to the real and perceived needs of citizens.

RESULTS-ORIENTED
We have a clear focus on solving problems.

TRUST-BUILDERS
We develop and maintain the trust of those we serve and those who serve with us.

ACCOUNTABLE
We demonstrate a clear commitment to these principles through our actions.

Fiscally-Responsible Government

Operating a fiscally-responsible government entity involves the embodiment of general principles of accountability and transparency into a system of decision-making. The sense of "public trust" prevails over the individual interests of a system's professionals, executives or elected officials. The amalgamation of checks, balances and controls provides the expectations for public stewardship and reinforces the City's commitment to continuous improvement. The ultimate measure of success for Pearland should be how well we account for the use of public funds, and what returns on investment our citizens realize over time.

Sustainable Infrastructure

Public infrastructure provides the foundation that our community is built. Street overlays, sidewalk installations, ditch-cleaning, water-production and purchases, and new project completions are some of the main functions provided by the city to ensure effective growth, support and maintenance of public infrastructure. These items are somewhat the unsung heroes of a community. When they are working great, they are seldom noticed. A growing city like Pearland is still strengthening its "bones" of roads and utilities, and must balance the immediate maintenance needs with the importance of looking ahead.

The City uses a combination of hired professional staff and executives, contractors, professional service-providers and technical resources to manage and complete the activities that give our residents the ability to move about the City effectively, receive clean and safe drinking water, properly discard of waste and prevent flooding in our streets, neighborhoods and retail nodes during heavy rains and storms.

Healthy Local Economy

The local and regional economies have been the driving force behind much of the growth in Pearland over the last decade. Our organization continuously strives to build and support the local economy. Revenues from property taxes and that result from development incentives and sales and hotel occupancy tax revenue, are some of the items that are considered in determining the health and vibrancy of our local economy. Economic growth and development are critical aspects of our City's ability to serve citizens with the quality of life, mobility, and access to services they require.

Although entities like the Pearland Economic Development Corporation (PEDC) and the Convention & Visitors Bureau (CVB) are actively charged with developing our local economy, economic development is really everybody's business within the City. Parks & Recreation programs help define our community and attract new residents, interactions with the Police Department give assurance that this is a great place to live and do business, fire inspections help prevent problems and protect property, and Community Development responds to inquiries and helps guide projects. Everyone at the City contributes to economic growth because as our local economy grows, so does the City of Pearland.

Safe Community

Our organization works every day to maintain a high quality of life by providing a safe and peaceful environment within the City of Pearland for all residents. Police response to crimes should be rapid, capable of determining if a criminal should be cited and/or arrested, assigned to an investigator, and if a prosecutorial response from the judicial body of the jurisdiction is warranted. Both Police and Fire also take extensive proactive approaches to keep the community safe before incidents occur by providing public education, community outreach, and community-oriented policing, among other things.

Fires and medical emergencies pose threats to the lives of our citizens and visitors, and the destruction of property that occurs when a structure burns down due to arson, faulty construction, irresponsibility, or age costs our citizens and businesses millions each year. In addition, the potential for loss of lives and property associated with disasters, mainly resulting in floods, compel us to act accordingly where mitigation and planning are concerned. In all, these areas of our function as a local government should provide independent and coordinated levels of service that protect lives and property, for our citizens and those that do business in Pearland.

Engaged Community

Local government officials are custodians of the public trust in ways that should maximize the benefit of taxpayer dollars to its residents and visitors, as well as the corporate and small business partners that make up the commercial entities that reside in our City. Pearland's government entity will measure its success as an ombudsman for citizen-focused decision-making by making sure that our practices exhibit quality-control, community outreach, public involvement processes, leadership development opportunities for citizens, and accessible public facilities and services.
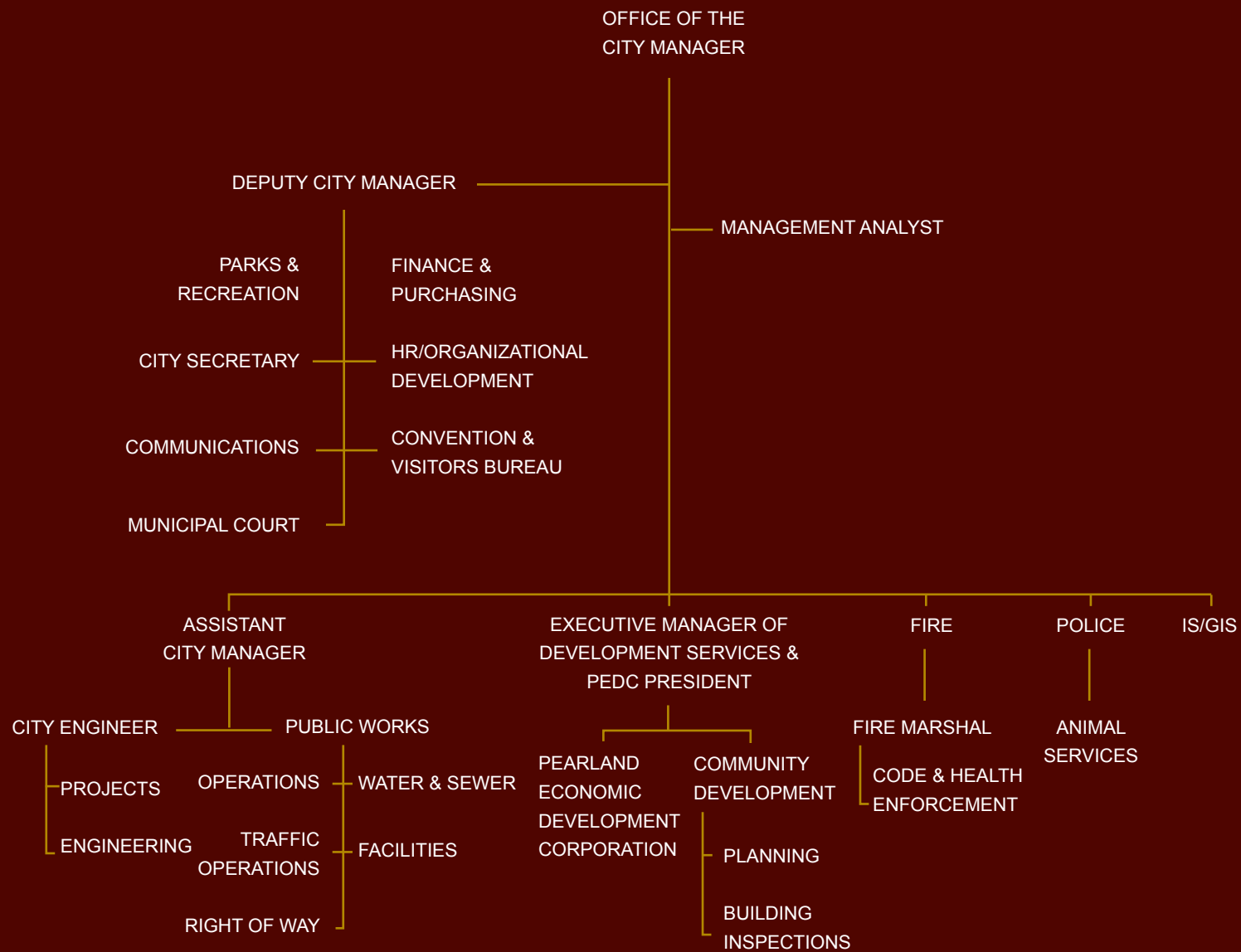
These practices and outcomes make up some of the aspects of Pearland's local government that demonstrate how citizens in this expansive cosmopolitan suburb, who have a multitude of perspectives and backgrounds, are the focus of our work. Improving the effectiveness of two-way communication between the citizen and the government entity, and setting high standards for responding to the needs of residents are just a few ways the City fulfills its commitment to citizens. At its best, our City government works with partners in the public and private sectors and looks ahead to citizens of tomorrow while exceeding the expectations of today.

Quality Parks, Recreation and Events

The City of Pearland strives to be a regional destination by providing exceptional recreation and cultural programming and quality facilities for residents and visitors alike. Success in this area is based on how well our City meets residents' expectations for quality of life experiences from Parks and Recreation programs, cultural activities, parks, and City facilities.

Travel and tourism are key elements of our City's vibrancy. Attractions bring economic and marketing value to our community, allowing visitors to contribute to the local economy while giving residents recreation and entertainment opportunities right here in Pearland. Business visitors have vibrant restaurants and entertainment to meet and gather. Our hotels, restaurants, locally sponsored events, sports and recreation facilities, and shopping centers must be designed and built with the features that attract visitors and citizens. Our organization actively works to support and enhance the diverse network of cultural and recreation opportunities in our City.

City of Pearland organizational chart:

OFFICE OF THE CITY MANAGER

- DEPUTY CITY MANAGER
  - MANAGEMENT ANALYST
  - PARKS & RECREATION
  - FINANCE & PURCHASING
  - CITY SECRETARY
  - HR/ORGANIZATIONAL DEVELOPMENT
  - COMMUNICATIONS
  - CONVENTION & VISITORS BUREAU
  - MUNICIPAL COURT

- ASSISTANT CITY MANAGER
  - CITY ENGINEER
    - PROJECTS
    - ENGINEERING
  - PUBLIC WORKS
    - OPERATIONS
    - TRAFFIC OPERATIONS
    - RIGHT OF WAY
    - WATER & SEWER
    - FACILITIES

- EXECUTIVE MANAGER OF DEVELOPMENT SERVICES & PEDC PRESIDENT
  - PEARLAND ECONOMIC DEVELOPMENT CORPORATION
  - COMMUNITY DEVELOPMENT
    - PLANNING
    - BUILDING INSPECTIONS

- FIRE
  - FIRE MARSHAL
    - CODE & HEALTH ENFORCEMENT
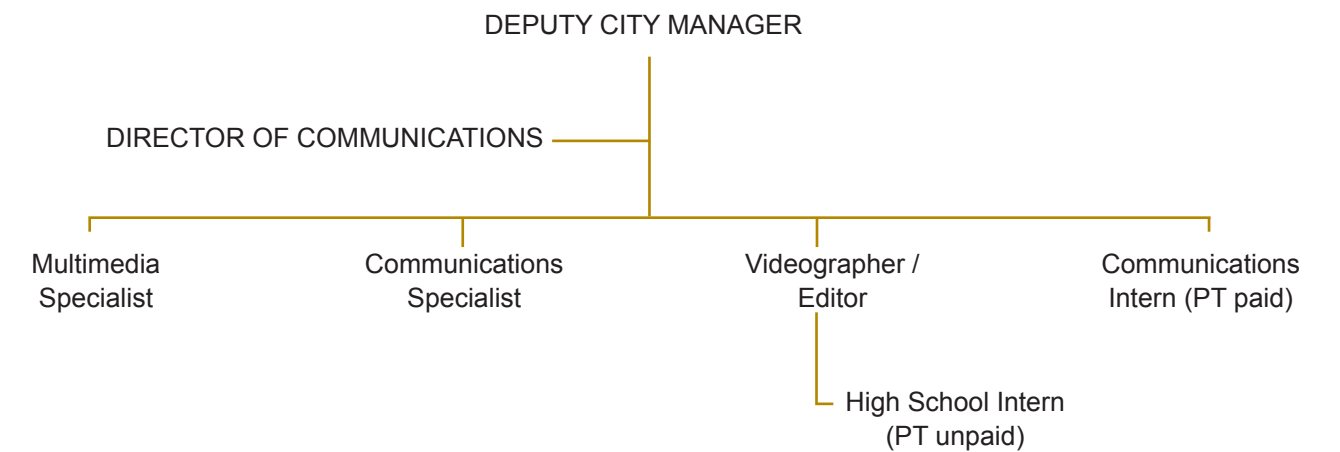
- POLICE
  - ANIMAL SERVICES

- IS/GIS

City of Pearland Communications Department

Pearland's Communications Department serves as the City's Public Information Office, keeping residents and employees informed of events and activities occurring throughout Pearland. The department disseminates information about the City of Pearland, its services, projects, events and programs and produces and distributes the City's printed newsletter - Pearland In Motion and the City's monthly electronic newsletter – Pearland Connect. Communications also maintains the City's website and government cable station - Pearland TV, which is broadcast on Comcast Channel 16, U-verse Channel 99 and online at *pearlandtx.gov*. The department is also responsible for producing the City's Calendar & Annual Report and managing the City's electronic communications system, where residents have the opportunity to sign up to receive City news and information.

Staff in the Communications Department serve the City as a dedicated, internal/external marketing and communications agency. The 6 - person staff (see organization chart below) bring decades of experience in the areas of public relations, strategic communications, marketing and customer service to the City. The Department serves in a variety of roles to provide information and assistance to residents, the media, employees, elected officials and other stakeholders.

Communications Department Organizational Chart

DEPUTY CITY MANAGER

- DIRECTOR OF COMMUNICATIONS
  - Multimedia Specialist
  - Communications Specialist
  - Videographer / Editor
    - High School Intern (PT unpaid)
  - Communications Intern (PT paid)

The City of Pearland Communications Department also partners with the Convention and Visitors Bureau and the Pearland Economic Development Corporation – both of which have senior-level communications staff members.

Benchmark Cities

Benchmarking is a way of discovering what is the best performance being achieved. It is the process of studying industry competitive practices, functions and products and finding ways to meet or improve upon them.

The City of Pearland has selected seven benchmark cities for comparison across the organization. The cities were chosen based on similarity in size, population, proximity (located in Texas) and total budget. Additionally, the City of Pearland regularly benchmarks against other cities outside of Texas such as Fort Collins, Belleview, Olathe and Overland Park because these cities are identifd as high performers in city management.

Future State Organization Communications Department

The City of Pearland has been growing rapidly over the last decade and to meet service demands, the City staff has grown. The City's departments, feeling the strain of growth have taken on additional responsibilities to meet the needs of residents.
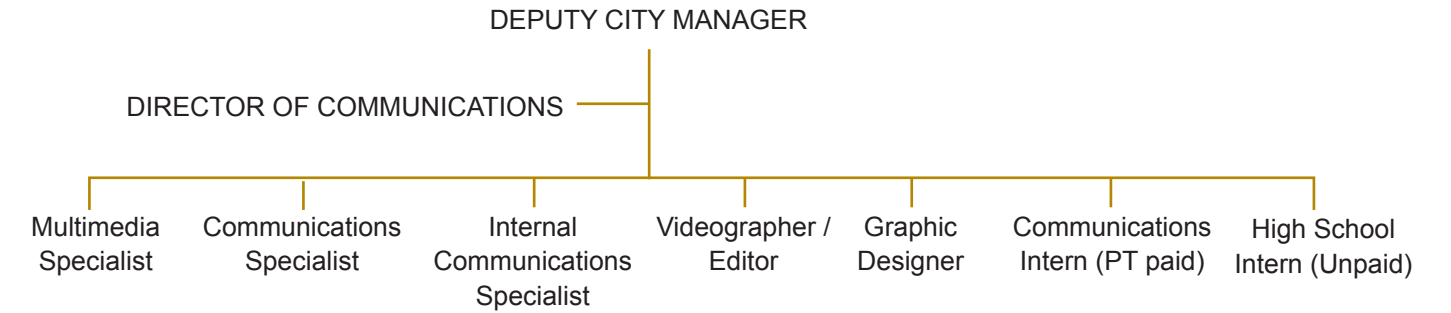
The Communications Department is currently challenged by:

- Lack of internal talent in the areas of graphic design and photography requiring contract support in these areas
- Lack of time to adequately support internal communications (including intranet updates, employee e-communications, employee newsletter, etc.)

The Department could benefit from additional staffing because, the addition of staff members could result in increased efficiencies and the ability to further explore department opportunities. Thus, the Department's work output has increased, but the department, is still inadequately staffed to meet the needs of City departments and residents.

Communications Department Future State Organizational Chart

DEPUTY CITY MANAGER

DIRECTOR OF COMMUNICATIONS

| Multimedia Specialist | Communications Specialist | Internal Communications Specialist | Videographer / Editor | Graphic Designer | Communications Intern (PT paid) | High School Intern (Unpaid) |

Staffing level comparison to other area cities

3 on STAFF
LEAGUE CITY
- Director of Communications and Media Relations
- Communications Coordinator
- Communication Specialist

4 on STAFF
PEARLAND
- Director of Communications
- Multimedia Specialist
- Communication Specialist
- Videographer/Editor

3 on STAFF
BAYTOWN
- Public Affairs Coordinator
- Broadcast Media Specialist
- Part-Time Public Information Officer
- Part-Time Public Information Officer

5 on STAFF
ROUND ROCK
- Communications Director
- Multimedia Specialist
- Digital Content/Social Media Specialist
- Special Event Coordinator
- Downtown Manager

8 on STAFF
SUGAR LAND
- Communications Director
- Assistant Communications Director
- Communications Manager
- Videographer
- Graphic Design
- Publications Manager
- Web Manager
- Administrative Assistant

8 on STAFF
FRISCO
- Director of Communications
- Administrative Assistant
- Audio Visual Specialist
- Interactive Media Administrator
- Production Assistant
- Senior Administrative
- Assistant-Volunteer Coordinator
- Sponsorship and Event Development Administrator
- Video Producer

8 on STAFF
Mckinney
Director of Communications and Marketing • Communications and Media Manager • Communications and Media Specialist • Marketing Coordinator • Graphic Design • Website Coordinator • 2 Video Producers

Addressing threats

In any organization, there are inherent risks that must be understood and managed. Minimizing those risks must involve dialogue and planning. The Department of Communications assessed the City's communication and marketing strengths, weaknesses, opportunities and threats. The excercise offered the department a way to assess our current position within the City environment and to:

- Analyze to generate both insight and options for future consideration
- Examine the current condition and future potential of the office
- Raise key issues affecting the department's work
- Recognize the dynamic relationship between oppor
- Address threats while they are still managable

SWOT Analysis

The City of Pearland Communications Department recently performed a SWOT Analysis for the department. SWOT refers to strengths, weaknesses, opportunities and threats. SWOT analysis is a process where the management team identifies the internal and external factors that will affect the company's future performance. The company's strengths and weaknesses

DDOS Attacks

In the past year, the City of Pearland's web service provider experienced Distributed Denial of Service (DDoS) attacks, limiting access to the City's website for brief periods of less than 15 minutes and some longer periods resulting in outages for several hours. Cyber-attacks are becoming increasingly sophisticated and are a continual threat to the security of our website. While the vendor has made DNS cghanges to mitigate the threats, it is still an area of vulnerability and a threat to being able to readily provide resident information. The Department must continue to be vigilant and proactive in working with the City's website service provider and Information Technology to peform regular checks and make upgrades as appropriate to protect us from the threat.

Crisis Communications Annex

A Crisis and Emergency Risk Communication Annex provides a strategy to effectively manage and communicate during an emergency or crisis. If not regularly updated, an entity faces great risks if an emergency effects the organization. Typically, the communications annex of the City of Pearland Emergency Management Plan has not been regularly updated. Without regular updates, the current state of the organization and protocol may not be in place during an emergency.

Outside individuals

The Communications Department aims to serve as the primary source of City of Pearland news and information to Pearland residents. We continually see outside individuals developing websites, social media platforms and blogs in an effort to position themselves as a leader in providing City of Pearland information. How we deal with this new threat hasn't been determined. At times information disseminated is inaccurate/misleading.

Communications Department Challenges and Opportunities

Strengths

- Centralized communication system ensures consistency of messaging
- Quality video productions
- Established social media channels
- Support of City management for communications efforts
- Recently redesigned City website
- Funding source for state-of-the-art broadcast equipment

Weaknesses

- Lack of internal talent in the areas of graphic design and photography
- Lack of reach to some members of the community (elderly, disabled, low-income)

Opportunities

- Further expansion/understanding of Brand Identity System Guidelines
- New video broadcast opportunities with soon-to-be-constructed video studio
- Utilize high-profile events to tell Pearland's story and build off of proximity to the City of Houston
- Continue to grow social media channels through reach and engagement
- Potential partnerships with individuals attempting to position themselves as the primary conduit of City of Pearland news

Threats

- Website security
- No regularly scheduled updates/ reviews of crisis communications annex
- Onset of individuals attempting to position themselves as the primary conduit of City of Pearland news

Communications Department staff responsibilities include:

Web

• Website administration, including overseeing content and design - In 2014, this entailed the complete redesign of the City's website and the launching of the City's first intranet site - Pearnet

• Social media administration, including Facebook, Twitter, YouTube, LinkedIn, Periscope and Instagram

Video production/photography

• Video production for use on the City's municipal channel - Pearland TV, the website and across social media platforms

• Photography of special events and for use on City marketing collateral

• Monitoring/Recording of all City Council and Planning & Zoning meetings

Marketing

• Graphic design of marketing collateral

• Production of miscellaneous brochures and marketing collateral and two monthly electronic resident newsletters, Pearland Connect & the Rec Report

• Production of printed publications - Pearland in Motion and the Pearland Calendar and Annual Report

Brand

• Brand management – In 2012, this also entailed creating and implementing the City's Brand Identity System Guidelines

• Monitoring and analysis of social media and press coverage

• Public information planning and message development

• Outreach and public relationship building at special events

Media relations

• Media relations, including press releases, pitching story ideas, responding to media calls/inquiries

• Media relations guidance for elected officials, the city manager, department heads and managers

Miscellaneous

• Special projects assigned by the City Manager

• Internal communications, including Pearnet and some staff emails (the Human Resources Department is also jointly responsible for distributing emails to City staff)

Job descriptions

Director of Communications: Oversees the development, implementation, management, and monitoring of all internal and external communication strategies to promote/ensure a positive public image of City of Pearland Government. Supervises and directs work for all staff in the department. Serves as primary City of Pearland Public Information Officer and spokesperson. Advises management and elected officials, as necessary, regarding communications matters.

Multimedia Specialist: Serves as primary administrator for the City of Pearland website. Assists with development and implementation of corporate image standards and promotes use of Web and municipal channel as promotional outlets. Assists other departments upon request with software, graphic and web support. Actively participates in social media marketing.

Communications Specialist: The Communications Specialist provides support in the planning and organizing of a comprehensive public information, media relations, and communication programs for the City through public outreach and education programs, and promotes the division's goals, mission and values.

Videographer/Editor: Serves as the primary administrator of the City's Municipal Channel – Pearland TV. Coordinates video projects, including shooting and editing video, writing scripts and preparing final products for online use and distribution.

Communications Intern: The Communications Department internship offers a real world, hands-on experience. Most interns are dependable undergraduate students studying Communications, Journalism, Media Studies, English or closely-related fields. Communications Department interns have strong writing skills, are familiar with AP writing style, are not intimidated by members of the media and daily media contact, are highly motivated, are well-organized, have the ability to work independently and be willing to learn and take direction from experienced professionals.

Spokespeople: The Director of Communications or her designate is the city's official spokesperson for all departments except police. When the Director of Communications is not available to serve as the city's spokesperson, an alternate spokesperson will be selected by the city manager.

Subject Matter Expert	Director of Communications	Department Director	City Manager
Select department staff who have successfully completed media training	Assigned by the City Manager	Select department staff who have successfully completed media training	Deputy City Manager

Audiences

An ongoing challenge of the Communications Department is determining how to communicate in such a way that everyone vested in Pearland - residents, officials and City staff - all understand that they are playing an important part in an exceptional community.

The Communications Department strives to understand the characteristics, interests, and desires of each of its audiences and to identify gaps in communication - both within and outside the organization - and ways to bridge those gaps.

Primary Audiences

- City of Pearland residents (Median age - 35.2; 51% female; 49% male)
- City employees (720+ employees; Full Time: 444 men/168 Women; both field and non-field personnel)
- Internal Leadership (City Council and City Administration including the City Manager and Deputy and Assistant City Manager)
- News Media (four local newspapers, five local televisions stations)

Secondary Audiences

- Businesses and community partners
- Visitors

To a large degree, visitors and businesses serve as a secondary audience of the Communications Department because the primary marketing and communications responsibilities for those audiences rest with the Convention and Visitors Bureau and the Pearland Economic Development Corporation – both of which have senior-level communications staff members.

Pearland, Texas		
	COUNT	SHARE
Male	52,962	48.8%
Female	55,545	51.2%
White, not Hispanic	44,932	41.4%
Black or African American, not Hispanic	20,693	19.1%
American Indian/ Alaska Native, not Hispanic	275	0.3%
Asian, not Hispanic	15,513	14.3%
Native Hawaiian/ Pacific Islander, not Hispanic	49	0.0%
Some Other Race, not Hispanic	215	0.2%
Two or More Races, not Hispanic	2,271	2.1%
Hispanic or Latino	24,559	22.6%

Source: 2015 estimates from Nielsen/Claritas

Awards & Recognition

2015

- American Marketing Association - Crystal Award - Newsletter - Print (Non-Profit) - *Pearland In Motion*
- International Association of Business Communicators - Award of Excellence (1st Place) - Websites - *pearlandtx.gov*
- Texas Association of Telecommunications Officers - 2015 Programming Award - *2015 Crawfish Festival post event video*
- Texas Association of Telecommunications Officers - 2015 Programming Award - *"I Remember: Griffins Barber Shop" Documentary Video*
- Public Relations Society of America - Silver - Advertising Online Video - *Police Recruitment*
- Public Relations Society of America - Bronze - Documentary - *Central Texas BBQ*
- Public Relations Society of America - Silver - Most Improved Website - *pearlandtx.gov*
- Public Relations Society of America - Bronze - Marketing - *Route Change*

2014

- City-County Communications & Marketing Association (3CMA) - Silver Circle Award - *Share the Love campaign*
- City-County Communications & Marketing Association (3CMA) - Award of Excellence – *2014 Calendar & Annual Report*
- International Association of Business Communicators - Bronze Quill Award of Excellence/Best in Division - *2014 Calendar & Annual Report*
- International Association of Business Communicators - Bronze Quill Award of Excellence - *Pearland Connect*
- Texas Association of Municipal Information Officers - Award of Excellence -Electronic Newsletter - *Pearland Connect*
- Texas Association of Municipal Information Officers - Award of Excellence - Most Creative with Least Dollars - *Share the Love Campaign*
- Texas Association of Municipal Information Officers - Award of Excellence - Flyers - *Share the Love Campaign*
- Texas Association of Telecommunications Officers - 2014 Programming Award - "I Remember: Central Texas BBQ" Documentary Video
- Texas Association of Telecommunications Officers - 2014 Programming Award - *"Winterfest 2014" Event Promotion Video*

2013

- Public Relations Society of America - Silver Excalibur Award - *Super Pearland*
- International Association of Business Communicators - Bronze Quill Award of Excellence - *2013 Calendar & Annual Report*
- Emergency Management Association of Texas - Excellence in Emergency Management - *Super Pearland Hurricane Preparedness Campaign*
- American Marketing Association - Crystal Award (Online Social Media Campaign - Non-profit) - *Pearland's New Communication Tools*
- American Marketing Association - Crystal Award (Maverick Marketing) - *CATFAX*
- Texas Association of Municipal Information Officers - TAMI - Electronic Newsletter - *Pearland Connect*
- Texas Association of Municipal Information Officers - Award of Excellence - Best Use of Promotional Item - *Super Pearland*

Communications Matrix

The Communications Matrix is used to define details regarding the communications activities that are used by City of Pearland staff to communicate key messages to City of Pearland residents.

This matrix includes detailed activities such as:

- Designate "owners" responsible for communications products and activities for each project milestone
- The resources required for these efforts in terms of personnel and budget, and where the personnel and budget would be obtained
- A list of key messages and benefits statements, with an assigned message "owner" as a central point of contact
- Processes for vetting communications messages and products

*KEY

Responding Departments

P = Primary (responsible for the content of the message)

C = Consulted (provides advice and guidance on the vehicle, frequency, artistic direction, etc.)

N/A = Not Applicable

Updated as of May 2016.

CITY OF PEARLAND

VEHICLE	DESCRIPTION	FREQUENCY	AUDIENCE	KEY*
website - *pearlandtx.gov*	Primary conduit of city information for Pearland residents. Search traffic is substantial (approximately 70 percent).	Approximately 675,000 page views per quarter 2:19 average duration/time spent on the site	Internal/External	City Departments (P) Communications (C)
website – *pearnet.com*	Wordpress website developed to serve as a conduit for employee-centric communications and briefings/update memos.	Approximately 203 visits per day Approximately 2,500 visits per month Directory & Administrative Packet most popular pages	Internal	City Departments (P) Communications (P/C)
*Text email messages, SMS texts, or via phone (Everbridge)	Emergency communications system used to disseminate project-related messages and non-marketing related messages.	Can be sent out at any time, requires a week's notice (unless a verifiable emergency)	Internal/External	City Departments (P) Communications (C)
*HTML emails (Constant Contact)	Emergency Communications, Special Event Info, Facility Closure Information, Marketing, City Announcement, Legislative Communications, Employee-Related Communications.	Can be sent out at any time, week notice required	Internal/External	City Departments (P) Communications (C)
*Pearland in Motion	Printed publication that serves as a guide to City programs, services and recreational activities. Includes paid advertising space.	Biannually (please see production schedule for the next issue below)	External	City Departments (P) Communications (C)
*Press Releases	Written document with a media audience includes emergency Communications, special event information, facility closure information, marketing messages, city announcements and legislative communications.	Drafted as needed	External	City Departments (P) Communications (C)
*Pearland Connect	Electronic newsletter that covers city legislative changes, news and direct city-produced special events. Flyers are not allowed.	Distributed via email, the 2nd Tuesday of each month 2,871 Subscribers	External Opt in List	City Departments (P) Communications (C)
Rec Report	Electronic newsletter that promotes community and partnership events – but, only those events with partnership agreements with the Parks & Recreation Department.	Distributed via email, 1st business day of each month 2,447 Subscribers	External Opt in List	City Departments (P) Communications (C)
Marketing Collateral	Printed publications including brochures, fact sheets, flyers, posters, etc. designed to share key city programs, services and events.	As needed	Internal/External	Communications (P/C)

Communications Matrix (cont.)

CITY OF PEARLAND (CONT.)

VEHICLE	DESCRIPTION	FREQUENCY	AUDIENCE	KEY*
Video News Update	3-5 minute video segments with Communications Dept.	Twice a month (posting schedule varies)	External	Communications (C)
General Video Segments	3-5 minute video segments but can be longer depending on the need/topic.	As needed	External	Communications (C)
Bill inserts	Bill insert messages must be relevant to 80 percent or more of the households receiving the insert (approximately 35,000) during the month the utility inserts are mailed. Examples of messages that may pertain to 80 percent of households that receive utility bills include: • Hurricane Preparedness • Recycling • Changes in City Services • Eligible participating agencies include non-profit organizations.	Drafted as needed. Approximately 35,000	External	City Departments (P) Communications (C)
Facebook - City of Pearland Government	facebook.com/cityofpearland Social media platform utilized to promote City program, services and special events.	Posts as needed/requested (between 2-4 daily)	External/Internal Demographics: 71% Women 29% Men Most active ages 25-54 Count: 10,466	Communications (C)
Facebook - Pearland Parks & Recreation	facebook.com/pearlandparks Social media platform utilized to promote City program, services and special events.	Posts as needed/requested (between 2-4 daily)	External/Internal Demographics: 78% Women 21% Men Count: 9,523	Communications (C)
Facebook - Pearland Police Department	facebook.com/pearland.pd Social media platform utilized to promote City program, services and special events.	Posts as needed	External/Internal Demographics: 67% Women 32% Men Count: 11,408	City Departments (P) Communications (C)
Facebook - Pearland Animal Services	facebook.com/pearlandpets Social media platform utilized to promote City program, services and special events.	Posts as needed	External/Internal Demographics: 86% Women 14% Men Count: 3,790	City Departments (P) Communications (C)
Twitter - pearlandparks	twitter.com/pearlandparks Social media platform utilized to promote City program, services and special events.	Posts as needed/requested (between 2-4 daily)	External/Internal Count: 781	City Departments (P) Communications (C)

Communications Matrix (cont.)

*KEY

Responding Departments

P = Primary (responsible for the content of the message)

C = Consulted (provides advice and guidance on the vehicle, frequency, artistic direction, etc.)

N/A = Not Applicable

VEHICLE	DESCRIPTION	FREQUENCY	AUDIENCE	KEY*
CITY OF PEARLAND (CONT.)				
Twitter - copearland	*twitter.com/copearland* Social media platform utilized to promote City program, services and special events.	Posts as needed/requested (between 2-4 weekly)	External/Internal Count: 257	City Departments (P) Communications (C)
YouTube - copearland	*YouTube.com/copearland* Social media platform utilized to promote City program, services and special events.	Posts as needed/requested (between 2-4 daily)	External/Internal Count: 2,056	City Departments (P) Communications (C)
CONVENTION & VISITORS BUREAU				
website - Visitpearland.com	Goal is to attract visitors and increase awareness of Pearland	Approximately 43,690 page views (website established 2014) during last quarter Average session duration 1:13	Visitors/Residents	City Departments (P)
Facebook - Convention & Visitors Bureau	*facebook.com/visitpearland*	Can be posted at any time, requires 1 week notice	Visitors/Residents Demographics: 79% Women 21% Men Most active ages 65+ Count: 3,390	City Departments (P)
Press Releases	Written document with a media audience. Messaging is related to events and activities that may bring tourists to the area.	Drafted as needed	Visitors/Residents	City Departments (P)
HTML emails (Constant Contact)	Electronic communication with messaging is related to events and activities that may bring tourists to the area.	Distributed 4-6 times per year	Visitors	City Departments (P)
PEARLAND ECONOMIC DEVELOPMENT CORPORATION				
Facebook - PEDC	*facebook.com* pearlandeconomicdevelopmentcorporation	Can be posted at any time.	External/Internal Demographics: 69% Women 31% Men Count: 449	City Departments (P)
Website - pearlandedc.com	Primary conduit of city information companies considering building or relocating businesses to the City.	Last three months: 61,815 page views (88.6% - direct, 9.3% - referring sites, 2.1% - search engines)	External	City Departments (P)
Newsletter	Electronic newsletter focusing on economic development in the City.	Distributed quarterly via email. Current subscriber count: 1,534	External	City Departments (P)

Engaging our Community

The City of Pearland has a number of outbound communication channels through which information reaches a wide variety of audiences. Equally important are inbound channels that allow the City Council and City staff to listen to, and engage with, these audiences. While digital strategies are increasingly important, there are many traditional means of communication and engagement that still have enormous relevance and effectiveness. Here are the primary means by which the public can get involved and engage with local city government:

Boards, Committees and Commissions

These volunteer positions are critical to the quality of life and future of the City of Pearland. They provide recommendations and concerns to city staff and city council that lead to adoption of new policies and ordinances. These recommendations often come about through their own listening and engagement efforts during public meetings.

Public Meetings

Meetings of the city council and volunteer boards offer the greatest transparency of local government decision-making. Citizens, customers, partners and stakeholders are encouraged to seize these point-of-presence opportunities to provide feedback directly to appointed or elected leadership.

Citizen Academies

The City of Pearland offers several excellent learning and engagement opportunities for the public and, as a result, direct access to City staff and City Council. The City offers a Citizens Police Academy, through which participants learn about Police Department operations and the City of Pearland will soon be establishing a Citizens Academy.

Engaging our Partners

Media

Although the media landscape has changed in recent years, traditional outlets continue to have a high level of credibility. Since covering local government activities remains a primary media focus, reporters and the public they serve need city officials and staff to be honest, authoritative sources of information.

Convention & Visitors Bureau

The Convention & Visitors Bureau in Pearland is a City of Pearland department. The role of the Convention & Visitors Bureau is to promote and coordinate tourist related activity within the City of Pearland.

Pearland Economic Development Corporation

Established in 1995 by the voters of the City of the Pearland, the Pearland Economic Development Corporation (PEDC) is the lead economic development group for this thriving, business-friendly community. PEDC focuses on: business attraction, retention and marketing, transportation, mobility and infrastructure, Lower Kirby Urban Center and Corridors and beautification.

School Districts

The primary school districts with schools located in Pearland are Pearland ISD and Alvin ISD. Texas has recently been applauded for having the highest graduation rates in the nation for different ethnicities. Pearland ISD is easily one of the most diverse school districts in the state/nation. Pearland ISD graduation rates (97 percent) are about 10 percent higher than the state averages – and their most recent dropout rate for grades 7-12 is 0 percent. That diversity coupled with area growth is driving our thriving school system. Alvin ISD continues to expand. Shadow Creek High School is on a 79-acre tract on West Broadway and is scheduled to open for the 2016 – 2017 school year.

HOAs

The City strongly encourages existing HOAs to register and maintain contact information with the City. Maintaining updated contact information with the City will establish a communication link that the City can utilize to distribute and gather information, much in the same way it communicates with neighborhood associations.

Libraries

The City of Pearland has two libraries in the City – the Tom Reid Library and the Westside Library. Both are branches of the Brazoria County Library System.

Non-profits

When appropriate, the city works with non-profits to provide additional services to Pearland residents if/when a need is identified. Non-profits lay an integral role in ensuring a thriving Pearland community by working to meet the needs of residents.

Chamber of Commerce

The Pearland Chamber of Commerce is a business network whose goal is to further the interests of businesses and serves as a business advocate on behalf of the business community. The chamber of commerce is an organization of citizens who are investing their time and money in a community development to improve the economic, civic, and cultural wellbeing of the area.

Partner Entities/Agencies

Organizations like the Houston Galveston Area Council, the National Weather Service and the Texas Department of Transportation play an integral role in furthering the goals set forth by City of Pearland leadership and staff.